

# ANALYSIS OF THE CULTURAL FACTORS IMPACTS ON THE DEVELOPMENT OF ENTREPRENEURSHIP

## *The Case Study of Garut District*

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### ABSTRACT

*Entrepreneurship has been recognized as an important characteristics for the society to accelerate the advancement of their quality of life. Various aspects were identified have significant impact on the development of entrepreneurship such as education, age, culture, etc .In rural area where the population has rather similar low education level, the research tends to focuses on the impact of the culturel aspects on the entrepreneurship will be more appropriate. The research was conducted in the Cilawu and Bayongbong areas which are located in Garut District. 24 respondents which are residents of those areas were withdrawn to fullfill the distributed questionnaire. The research applied Four of Hoffstede's cultural dimensions to describe inter-culturally comparable aspects, namely (1) individualism vs. collectivism;(2) masculinity vs. Femininit;(3) avoidance of uncertainty, and (4) life orientation on a long term. Research results indicate various differences in the dimensions of avoidance of uncertainty and orientation on a long term. The Cilawu respondents are stronger in avoidance of uncertainty and weaker in long term orientation compared with the Bayongbong respondents. The difference may be caused by natural conditions and number of religious school at each district, thinking pattern, motivation and life goals of both communities. To enable continuous growth of entrepreneurship in both districts, the role of the regional government of the Garut regency is needed to create a conducive socio-cultural environment by observing the cultural aspects which have the potential of creating the trend of entrepreneurship in each district.*

**Keywords :** *entrepreneurship, Hoffstede's cultural dimensions, Garut*

### INTRODUCTION

The more advanced a country is generally the more educated people, and many people are unemployed, so that entrepreneurship becomes very important. Development will be more

solid if it is supported by a sufficient number of entrepreneurs because of the government's ability in providing employment opportunities are very limited.

Entrepreneurial activities started by someone driven by 3 factors, the first

factor related to the personal aspects of a personality, and second sociology problems related with the family problem and so forth, and the third is environment, related to a relationship people with their environment.

Entrepreneurship is seen as social phenomena that depend on a number of major cultural and economic variables are closely related (Russel, 1997). The culture is seen as aspects that have major impact for the start of entrepreneurship in the community (Altinay Basu, 2001; Henriquez et al, 2001; Liao and Somen, 2001; Morrision, 2000; Weicksteed, 1997).

Entrepreneurship can be started and developed in the community if the culture, (1) being entrepreneur is a matter that is received by community so that the social activities associated with the establishment of new business received with legitimacy and is considered a social advantage, (2) The entrepreneur must be able to get access to and control financial resources and educational materials necessary to start a business (Russel, 1997). The first condition is required so that the role of entrepreneurship validated by a series of cultural values that justify the entrepreneurial function. Second condition requires institutions and procedures to provide access to resources for potential entrepreneur.

Research and writing about entrepreneurship in Indonesia at this time has been conducted, but most of the research dug only from the personal aspect as businessman.

Researches on other aspects that is not less important such as the environment of social has not done much. Environment of social means cultural society as a key factor for starting of entrepreneurial activities in the communities, with the object are communities in general.

Garut Regency is one of the districts in West Java has the unique

characteristics of the community. Natural resources or supporting natural resources, and the number of people that Garut Regency has, is the potential resources for its economic growth. Garut has been famous for agricultural products, especially citrus, livestock especially sheep, processed food especially 'dodol', fabric as 'batik garutan', leather products, and others. However, the progress of growth in the economy Garut, roughly it can be said is not as fast as some other districts in West Java. There is a belief that Garut culture which is not open community and difficult to change as the factors cause. This is contrary with the nature of entrepreneurship which is flexible, and responsive to various changes, it can be say that so difficult to develop entrepreneurship in Garut.

But not all the values prevent entrepreneurship, because every community has the unique cultural aspects that can support the growth of entrepreneurship (Laio and Sahmen, 2001). And this paper points out cultural aspects that can support the growth of entrepreneurship in Garut community. This paper would like to describe how cultural conditions of each group of two people in the Regency of Garut district associated with entrepreneurship. The result is a cultural factor is only associated with the high tendency entrepreneurship in a community group.

## **Relevant Theories**

Culture is a set of values, attitudes and understanding along with a growing continuously, which is owned by members of a community and affect their way of life both material and non material (Tayeb in Morisson, 2000). Community members together learn the characteristics of this stage through socialization in their life of the different institutions such as family, religious education, formal education and society as a whole. Culture

express how common group of people/communities to understand and interpret the world.

Hofstede defines culture as 'collective programming of the mind which distinguishes the members of one group or category of people from another (Hofstede, 1994). Collective programming refers to the values, beliefs and norms that affect the way people look at the culture of a particular event, but also determine what behavior is roughly appropriate and not appropriate in various social situations.

So that responses to certain social situations or contexts can be relatively predicted. Characteristic pattern of behavior create the difference between one culture another to culture can be observed and seen as social process such as entrepreneurship can be predicted if the values and social norms related known.

Each person is a member of various social groups and categories at the same time, and he or she will bring his/her mental software to the different cultures level.

### **Hofstede Theory**

In the first mid-twentieth century, social anthropology has developed the belief that all people both modern and traditional, face the same problems, what the different is the way to face it. Anthropologists United States, Ruth Benedict (1887-1948) and Margaret Mead (1901-1978), play an important role in this case popularize. The problems here are common consequences of social functions, groups in society, and individuals as members of society, (Inkeles and Levinson in Hofstede 1994:13):

- Relationships with the owner of the power (authority) self-concept, in general:

- The relationship between the individual with the community, and
- individual conception of the feminine and masculinities

- How to confront conflict, including how to control aggression and to express feelings

Research conducted by Hofstede (1994) twenty years later about the values held by individuals who performed in more than 50 countries confirm all the above. The statistical analysis of answers to questions about the equality of the values held by employees of IBM in fact show a general similarity in the problems faced by one country but difference with other countries, in the way in facing the problems. The common problems include:

- Differences in social, including the relationship with the owner of the power  
Relationships between the individual groups  
Concept maskulinitas and feminitas, as the social implications of whether someone was born as a male or female.
- How to face uncertainty, related to the control and expression of feelings of aggression or emotions.

Results of the research that stressed what was raised by Inkeles and Levinson covered four problems that were acknowledged as the dimension of the culture by Hofstede (1994:14). Dimensional culture itself is defined as the cultural aspects that can be measured relatively to other cultures. This fourth is called dimension of power distance (large to small), collective vs. individualism, feminine vs. masculinity, and uncertainty avoidance (weak to strong).

And the fifth dimension is added, the long-term orientation in life versus a short-term orientation. This dimension is found by Michael Harris Bond examine the values of society in the world by

using a questionnaire prepared by the East, which is based on the Chinese way of thinking. The fifth dimensions are: (1) power distance, (2) individualism, (3) masculinities, (4) uncertainty avoidance, and (5) long-term orientation.

Power distance is a tool to measure the amount of influence that individuals who have the power in the social structure to other people who have less power. This dimension determined the behaviour someone who had power (the superior) in the social structure certain against the subordinate vice versa determined the behaviour of the subordinate towards his superior.

Power Distance is seen as a social determination that can be used as sign to determine the differences between cultures. Power Distance can be use as tool to measure the level of authority that marks social relations in a country or region.

Community with a high power distance, the differences between social groups is natural, so there tends to be socio-economic differences between someone with power and someone who has no power. In addition, the movement of a particular social group is generally limited and difficult. Organizations tended to be centralized with a clear difference between the labor officials, marked with a large wages gap between them.

Cultural dimensions that can be further cross-cultural comparison are individualism, which is the size of the level of identification and self-concept is associated with the group in the community. Individualism to the community, value and determines a target individual behavior and self-identification.

At the collective society, the value of the target groups dominate and the desire of individuals are expected to comply to the values of the group, so that self-identification obtained from the

membership on the characteristics of a particular group of individuals.

Collectivism level was also associated with the tendency of children to have the same profession with his parents. Meanwhile, in individualist society the possibility of children to have different profession are bigger.

Loyalty to the collective society is essential, which means this is also divided along their wealth. When there are relatives who cannot afford their need the other brother who is usually able to help replenish their basic needs. Often even help nephew go to school. Because after graduate and get a job, she/he will do the same thing, the income can be used to help any other family members.

Pressure on families in the collective society does not only relate to the financial problems but also with the ritual. Where the feasts such as weddings, funerals are very important and should be attended.

Another important concept for the family in collective society is a shame. An individualist society has a culture of guilt: a person who violates the norms, rules or laws, often feel guilty, where it functions as a pilot in their life. Collective society, otherwise, has cultural shame: where every person is part of a group and if one of them violates the rules in the community then she/he will be feeling ashamed.

Management in the individualist society is the individual management. The provision of incentives or bonuses related to individual performance. Management in collective society is a collective management. Background of ethnic or others play an important role in the process of integration. It is reasonable grouping people based on their background. even if individual managers often want to do vice versa. Bonus is also often given to groups not individuals.

Masculinity is a cultural dimension that refers to the style of the typical

behavior that applies to men and women. Level of masculinity evaluates the general trend of a community action if it is firm (masculine) or feminine.

Men generally are required to be more assertive, competitive and strong. Women's are required to maintenance a house, children or people as a whole, as the role of gender.

In countries with masculine culture, both boys and girls learn to ambitious and competitive with each other, although the directions ambition related to their brother, husband or children.

In feminine society, girls and boys learn not to ambitious and humble. Assertive behavior and strive to be the best, which is valued in masculine cultures is seen as a splitting in the feminine culture.

Masculine culture leads children to admire the strength, such as the famous fictional hero in the USA is Batman and Rambo. Society feminine leads children to be leaders to sinister of and anti-hero.

In the masculine culture of the society, each person tends to define their own performance standards and act with full force to achieve the standard. Achievement motivation and achievement is generally higher for the achievement of this award as income, the introduction and continuation of a formal career path is relatively more important than climate workplace relations issues and workplace.

Avoidance of uncertainty is a measure to mark a level of concern about the events that may occur in the future. Avoidance of uncertainty *evaluates* the degree of tolerance of uncertainty avoidance level of a culture in the future.

Level of tolerance of uncertainty appeared to vary between one culture with another culture, and how to handle uncertainty is determined by the mental programming of each culture.

Society seeks to deal with uncertainty over the rules, technology,

law and ritual-the ritual with the purpose of protecting members of the concern. Standardize all of these members of society and make the result of social processes can be more predicted.

A society with greater sense of fear, a society usually more expressive. People always talk with their hands, socially volume increase is a normal thing, emotions or feelings in general show freely.

People in the society with a culture of strong uncertainty avoidance usually always look busy, cannot be quite, easily bored, aggressive, and active. Meanwhile people in a culture of weak uncertainty avoidance usually more flexible, easily controlled, lazy and relaxed.

In countries with high uncertainty avoidance, social relationships are more formal, so that the behavior of members of communities follows the rules and procedures that have been defined. Workers in countries with the index of high uncertainty avoidance choose a larger organization, look for a sense of security in the work that is usually offered by big company.

Conversely, in countries with the index of low uncertainty avoidance, organizational climate is generally more informal with the rules and procedures written less. Because the loyalty are lower, turnover in the organization are generally higher than the index in the region with high uncertainty avoidance.

The last cultural dimension is a measure that indicates the orientation of society in their lives. Fifth dimension that is based on the teachings Confucius this is a long-term orientation consists of:

- Be firm (always strive to reach what you want)
- Placing the relationship status, and be in accordance with the appropriate status
- thrifty
- Having shame

Long-term orientation dimension is related to entrepreneurship, since values such as the teeth that lead sparingly to have saving, so one will have capital that can be invested to develop the business by himself or together with his brothers. Value 'has a sense of shame' to encourage the relationship between the attitudes of social sensitivity and someone commitment.

Short-term orientation, society will keep stability and status quo, if this is done will continue to inhibit initiative, risk search, and the ability to change that is required for entrepreneurship. Maintain dignity too excessive will reduce the opportunities in business.

### **Culture and Entrepreneurship**

Various research shows there are certain cultural characteristics that enable the society and its members to be more entrepreneurial than other people. The key to the start of a process that encourages entrepreneurship (Entrepreneurship) itself is located on the individual as a member of society (Morrison, 2000). And culture become important because determines in individual attitudes toward the start of entrepreneurship.

At the primary level, entrepreneurship / entrepreneurial activities recognized as personal dominated. Entrepreneurs motivated to speculate, which reflects the vision and ambition, and be prepared to review and re-organize their social environment.

There is a significant relationship between particular culture and social factors to the start of entrepreneurship. At the macro level, we know that people in a country tend to show similarities in culture, but on the micro-level orientation of the individual may indicate a difference in culture.

The social framework institutionally creates socialization mental programming

for community members. The result is the spread of a set of characteristics, attitudes, behaviors, and values. Through social interaction continues, the understanding and values associated with the interaction of social and economic means and formed.

There are some cultural conditions in Indonesia and Asia in general, prevent the formation of innovative entrepreneurial behavior, among others (Meng & Liang, Hofstede, in Benedicta, 2003:63), such as:

Indonesia with large power distance culture, causing uneven distribution of power in institutions and organizations. Culture is clearly visible in the form 'Mr.-isme' or orientation to the top (in Koentjaraningrat Benedicta, 2003:64).

People to be treated differently because of differences in status and rank. This created the conditions of employment of senior-subordinate bureaucratic, where there is a distance in the superior and subordinate interaction.

Strong avoidance of uncertainty Culture cause people doesn't want to take risk, when one of the important characteristics of successful entrepreneurship is the courage to take risks (Yee in Benedicta, 2003:64) so the culture is preventing innovative entrepreneurship.

Strong collective culture people tend to compromise so that the emergence of new ideas is obstructed. This is needed for entrepreneur as innovators, which has a high self-confidence, and self-control (Schumpeter, Niehouse, Rotter in Benedicta, 2003:64).

Indonesia is a feminine country, which is social interaction and harmony that are considered important. They prevent the growth of materials for maximize opportunity (in Benedicta Drucker, 2003:64) and the nature assertive which is important for the success entrepreneur (Plotkin in Benedicta, 2003:64).

Research results and opinions showed that Indonesia have characteristics of culture that can potentially prevent the emergence of innovative behavior. However, read the prolonged economic crisis Indonesia since mid 1997, showed that small businesses thus appear as economic salvation, these findings are likely to regard cultural Indonesia as a barriers for entrepreneurship needed to review (Benedicta, 2003:65).

### **Framework of Thinking**

Phenomena showed that different characteristics in the social and cultural attitudes of community have affected the economy. Economic growth in a region often associated with the level of entrepreneurial communities in the area. Economic behavior of a group of people will affect economic growth and development in the place where the community is located. Which is then seen in a regional economy can be more advanced than the other area (Carree and Thurik, 2002). Entrepreneur itself is a choice that many people influenced by cultural factors rooted in strong individual people as members of the community and the environment (Morrison, 2000).

Culture was established by a religious community of the society, the education level of society, political conditions, family history, other cultures that influence the model role models in society, and individual characteristics. Culture can be limited in the scope of an individual, business, regional or national (Morrison, 2000).

The culture is also influenced by cultural policy, economics, class structure, and the existence of both formal and non-formal institution in the community. Culture of a society can be seen in the ideology of the society, the attitudes, behaviors, values that apply,

and hope that the aspirations of developing in the community (Morrison, 2001).

There are 5 (five) cultural dimensions that can be used to describe and explain aspects of behavior in the different groups of different cultures. Dimensional culture itself is defined as the cultural aspects that can be measured relative to other cultures. (Hofstede, 1994). Four of the five dimensions of culture use in this research are (1) individualism, (2) Masculinity, (3) the avoidance of uncertainty, and (4) long-term orientation.

The entrepreneur have particular characteristics as described by McClelland in his book *Achieving Society* (1961), such as responsible attitude, ability to organize, creative, innovative, have knowledge on the possible results of the decisions taken, farseeing or future oriented, and try to anticipate the possibility in the future.

There is a clear relationship between certain cultural and social factors that cause entrepreneurship started in a community. The people of a country (macro level) tend to have similarities in culture, but at the micro level or individual level there are certain attributes that show the differences in culture. Through social interaction, the attributes can be spread into a set of characteristics, attitudes, behaviors and values that slowly becomes a public character (Morisson, 2000). Culture or individual behavior can be triggered the growth of societies that can encourage the growth of entrepreneurship, or vice versa. The framework for thinking in this paper is shown in Figure 1.

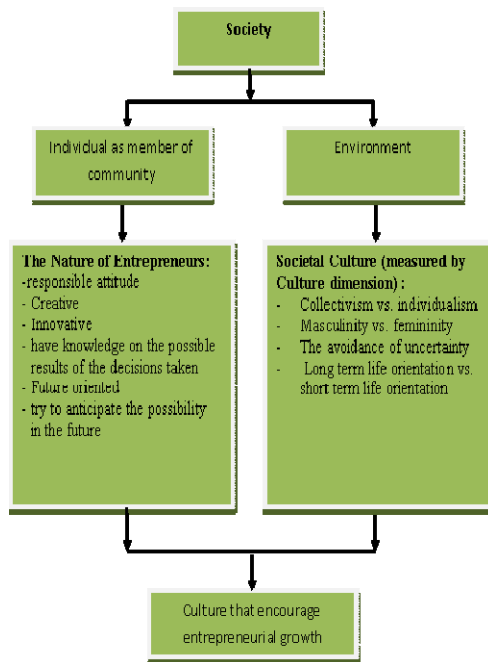


Figure 1. Framework of Thinking

## Variables of Research

This paper tried to identify the cultural conditions in each group of people, compare their cultural conditions, and determine the cultural factors that associated with the high tendency level of entrepreneurial.

Variables that have used in this paper based on four (4) dimensional culture of five (5) dimensional culture of Hofstede. Figure 2 shows all the variables are used.

First dimension, individualism is a sign of how people more pursue individual's interest over group interest. Individualist society marked by sense of guilt culture when they restrict that would violate the rules, norms or laws. Meanwhile, the collective society, a culture of shame norms restrict their behavior. Independence and freedom of self-importance is also a characteristic individualist society (Hofstede, 1994).

Second dimension, masculinity is a sign of how much the value of 'masculine', such as rigidity, competition, success and assertive attitude considered

more important than the values' feminine 'such as quality of life, personal relationships, and service (Hofstede, 1994). In the masculine culture of the society, each person tends to define their own performance standards and act with full force to achieve their standards. Achievement motivation is generally high. Competition and confrontation is seen as a positive process, where children learn to admire the strength (Hofstede, 1994).

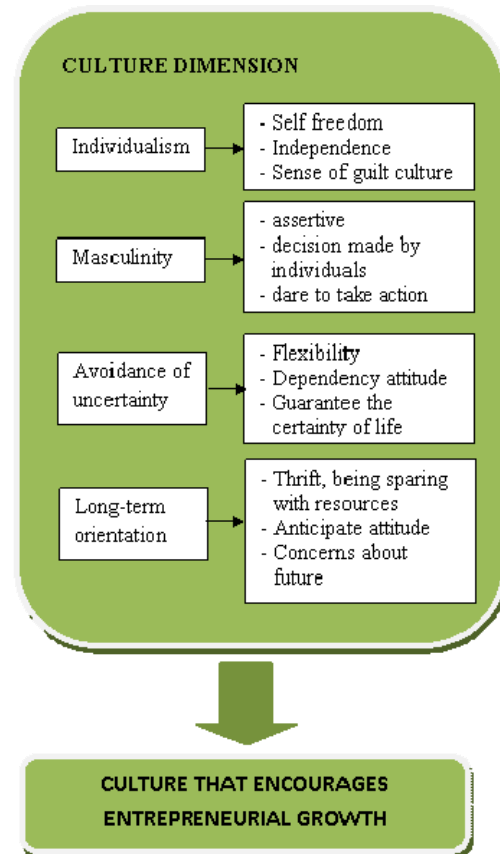


Figure 2. Research variables

The third dimension, avoidance of uncertainty is a sign of how people in a country or a particular culture prefer structured situations or unstructured (Hofstede, 1994). Strong level of uncertainty avoidance creates a tendency to rely on the experts, the strict organizational structure, and patterns career and very often does not match the



conditions for the development of entrepreneurship.

The last dimension, long-term orientation is an attitude in a society that acts motivated by goals and results of long-term orientation, compared with short-term needs of satisfaction (Hoffstede, 1994). Community which is living with long-term orientation has a more dynamic behavior, generally follow the principle diligent, thrifty, maintain cultural shame, and put the relationship based on status and keep it that way.

The objects of research are community from district Cilawu and Bayongbong, Garut Regency. The districts estimated have significant differences scores of culture dimension. Families as a sample are considered to represent the condition of each society. One of the criteria for selecting the sample is young families, with the age no more than 40 years. The criteria are expected to make communication with the respondents more easily and the research results would describe the real conditions.

## **METHODOLOGY**

To achieve the expected results of research, collecting the necessary data is done. There are two ways that used to collect data in this research, interviews and secondary data collection. Interviews were conducted to obtain preliminary data. Interviews were conducted on the families as sample of research as unit of analysis to determine the trend of culture in each district.

Results recorded interviews and then written back into the text of the interview. The text will be used to perform data collection and data processing to determine the cultural conditions of each community based on the variables in the research culture Hoffstede fourth dimension.

Single word or phrase that has been determined that found on the text, marked and then the amount calculated. Results from the calculation of the frequency of word or phrase is compared to each community group, to see the similarity and differences. Comparison results are used to determine the condition of the culture of each community group.

A next step, tests is done to see whether there are significant differences between each district, based on the assessment of attitudes.

The amount of the relationship between cultural groups of people with certain values obtained with the C or Kontingensi respondents' assessment of the results. To test the significance coefficients C, do the price comparison with the calculated Chi Square at Chi Square table at 5% level of trust and a certain degree of freedom. If the calculated value of Chi square is greater or equal to the value of Chi square table, then there is a significant relationship between cultural groups with a particular community. This shows the two communities have different cultural conditions.

Comparison of the result analyzed to determine the similarities and differences in culture conditions in their respective communities. The results of the analysis used to determine culture conditions that support the growth of a culture of entrepreneurship in society.

## **RESEARCH RESULT**

### **General Condition**

Geographically, Garut Regency is located at coordinates 6° 57'34 "- 7 ° 44'57" South Latitude and 10 ° 24'3 "-108 ° 7'34" East Longitude, with a total area of 3065.19 km<sup>2</sup>. In the north is bordered by Sumedang, the Southern Ocean is bordered by Indonesian Ocean, in the east, bordered by Tasikmalaya District,

and in the West borders by Regency Bandung and Cianjur Regency. (BPS Kabupaten Garut, 2002).

The geographic location of districts Cilawu relatively close to District Bayongbong, with a total area that is not much different, but the number of people quite different as well density. Data area, total population, the level density and the number of village or villages, general conditions and geographic distance from the capital of the Garut City, in each district, can be seen in the table below:

Table 1. Condition each District

District	Cilawu	Bayongbong
Area (km <sup>2</sup> )	7767	7643
Population (people)	195.078	176.250
Level density (people/km <sup>2</sup> )	97.589	88.125
Number of villages	18	17
Geographical	Cikuray Mountain	Papandayan Mountain
Distance from the capital city	8 km	13

Source : *Sumber : BPMKL Kab. Garut, 2007*

In general, district Bayongbong more advanced than the district Cilawu. The percentage of its GDP contribution to the total GDP Garut regency in 2002, district Bayongbong provide a greater contribution amounting to 4.97%, compared with district Cilawu of 3,18%.

Bayongbong included in the 5 districts provides the largest contribution to the GDP of Garut Regency, after the district of Garut, district Tarogong, District Wanaraja, and district Malangbong. Economic growth on the basis of constant prices in 2001 and 2002 for district Cilawu of 2.64% and 2.92%, and the district Bayongbong 4.36% and 4.70% (BPS Garut Regency, 2002).

Largest percentage of GDP from both district come from agriculture, livestock, forestry and fisheries, 6.74%

for the district Cilawu, and 46.64% for the district Bayongbong. The second largest contribute come from Sector Trade, hotels and restaurants, at 33.89% for the district Cilawu and 30.72% (BPS Garut Regency, 2002). Cilawu main commodities are atsiri oil and tea, and dairy cow, District Bayongbong has vegetables, citrus, atsiri oil, and beef cattle as main commodities.

In general, the respondents from the Cilawu district is a family with small number of children about 2 to 3 children, age ranged between 3 - 22 years. Husband's age ranged between 20-40 years old as well as the age of mother. Highest education husband and the wife is high school level and the lowest is elementary school of primary education or primary school.

Table 2. Cilawu District

Famil y no :	Occupation of Husband	Occupatio n of Wife	Number of Childre n
1	Labor	Labor	3
2	Trader	Housewife	3
3	Labor	Labor	3
4	Labor	Housewife	3
5	Employee	Housewife	2
6	Trader	Housewife	4
7	Labor	Housewife	5
8	Labor	Housewife	1
9	Farmer	Housewife	2
10	Labor	Housewife	2
11	Trader	Housewife	3
12	Labor	Housewife	2

Respondents who came from districts Bayongbong, are families with small children about 2 to 3 people, with children's age ranged between 3 - 22 years. Husband's age ranged between 20-40 years old as well as the age of mother. Highest education husband and wife is university and the lowest does not finish primary education.

Table 3. Bayongbong District

Family no :	Occupation of Husband	Occupation of Wife	Number of Children
1	Trader	Housewife	3
2	Trader	Housewife	1
3	Elementary Teacher	Elementary Teacher	3
4	Labor	Housewife	5
5	Employee	Elementary Teacher	2
6	Trader	Housewife	3
7	Trader	Housewife	2
8	Trader	Housewife	1
9	Farmer	Petani	2
10	Labor	Housewife	4
11	Trader	Housewife	3
12	Labor	Housewife	3

### Interview and Result

To learn how respondents' view and behavior of the two communities, most of the interviews conducted using local language which is Sundanese language to facilitate the better communication with respondents.

Table 2. People based on their Occupation

District	Cilawu	Bayongbong
Self employee	9.583 (27%)	14.764 (35%)
Self employee w/ unfixed helper	2.781 (8%)	4.806 (12%)
Self employee w/ fixed helper	640 (2%)	786 (2%)
Paid worker	16.229 (46%)	14.231 (34%)
Unpaid worker	6.023 (17%)	7.022 (17%)
Total	35.256	41.591

Respondents in this research is a family. Interview conducted on at least 2 family members at the same time, and most of the 4 family members. Table 3 showed general condition of respondents Cilawu district, and Table 4 condition of respondents Boyongbong Districts.

Question material includes:

- Views about living with parents after marriage, marriage between the tribes, and opinions about the traffic violations. Answer this question used to know the level of the individualism dimension of respondents.
- Opinions on borrow money or anything else to relative in the family and the opinion if their relative do that, opinions and actions to see if someone violation. Answers are used to determine level of the respondents maskulinity dimension.
- Opinions about how important to gather with relatives, what family members feel when living far away, what kind of job that they expected for them self or what family members expected. Answers are used to determine level of the avoidance of uncertainty dimension.
- Questions about things that might be done with the money 25 million, the remaining income and how deal with certain problems. Answers are used to determine level of the long-term orientation dimension of respondents.

Interview Result written back into the text of the interview. The text of Interview counted for how many frequency of attendance for each word and phrase on each of the respondents in each community. The frequency compared to each district to see differences and similarity. Next table show the frequency for words or phrase for every dimension is set.

Table 5. Score of each Culture Dimension

Dimension	Amount of Frequensy		Difference s
	Cilawu	Bayongbon g	
Collective to individualism	86	89	3
Masculinity to Feminism	101	84	17
Avoidance of uncertainty (strong to weak)	99	31	68
Long term orientation (strong to weak)	43	96	53

### Comparison of Culture Conditions

Avoidance of uncertainty and long-term orientation of individualism and masculinity communities tend to be not different. two communities are different. Both are visible in the same quadrant.

The two cultural dimensions: avoidance of uncertainty and long-term orientation are different. Both communities are visible in a different quadrant. Total value of the maximum assessment for each attitude dimension in one community group is 48. Scale set from 0-100 scale, so the total value of each dimension cultural attitudes of each group of respondents multiplied by 2.08. Uncertainty avoidance and long-term orientation of two communities are different. Both communities in a different quadrant.

### CONCLUSIONS AND IMPLICATIONS

There are three main things that concluded in this paper, firstly describing the nature of culture conditions of each respondent's group. Secondly, provide the cultural characteristics comparison between two groups, and the thirdly describing some explanation or reasons

which support differences of level entrepreneurship between those groups.

The research found that the characteristics of individualism of both areas are similar, in which both show a tendency as a collective society, marked with the perspective of the respondents refer to the values of the group.

However, the masculinity level of both groups respondent are relatively weak, they show characteristics as feminine society, the attitude is not explicit and more permissive, keep and maintain the mutual relations.

Interestingly, the ncertainty avoidance index of responder group from Bayongbong is weaker compare to responder from Cilawu.

Orientation of respondent from Bayongbong looks more at long-term society, marked by anticipation, sparingly. Respondents from Cilawu indicate the nature of consumer trends, respect for social and status obligation regardless of cost, and quick results expected.

Results of both test statistics indicate that both respondent group do not have significant differences in the dimensions of individualism and masculinity.

A significant difference seen in the last two dimensions of the dimension of uncertainty avoidance and long-term orientation.

Differences in the two dimensions of this last is the suspected cause of the high tendency entrepreneurship difference in their respective communities.

Cilawu respondents tend to look worried and priory of what might happen if they take decisions that lead to the changes in their lives. This attitude does not match the characteristics of entrepreneurship that are open to change and dare to take risks.

The Bayongbong respondent tend to have open minded about the possibility

of the change in their live. This attitude was the characteristics of the entrepreneur.

Thrifty attitude, anticipation, and concern about future, indicated that Bayongbong residents having more the attitude of entrepreneurship, but In contrast, the short-term oriented attitudes and consumer behavior of Cilawu respondent less support on the development of the entrepreneurship in the community.

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